

TOWARDS AN INNOVATIVE INSTITUTIONAL STRATEGY, APPROPRIATE RESOURCE AND DYNAMIC PEOPLE PLANNING FOR A SUSTAINABLE AND SUCCESSFUL FUTURE IN THE UNIVERSITY.



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Respondent to Dr Maria Toshkova (Director: Global Partnerships, University Design Institute, University of Arizona, USA)**



Key takeaways from Dr MariaToshkova

- Expansive view of economic, planetary and technological advances and the imperative it places on universities to address poverty, inequalities, climate change and responding to the provisions of the SDGs.
- Universities are powerfully poised to influence and shape thinking to respond to these issues.
- That's a tall order that requires collective wisdom, pooling of resources, innovation and out of the box thinking.



A glimpse into the future

- Green economy
- With a promise of job creation
 - ✓ Are people ready for the new jobs and if there are skills gaps what do we need to do?
 - ✓ What are the collective responses of universities to prepare people for roles that may not exist today.
 - ✓ How do we envision the future?
 - ✓ Do we understand the full spectrum of skills, mindsets, attributes required and how do we migrate towards being responsive to these emerging priorities?



How ready are we to embrace the Green Economy



How ready are we to embrace the Green Economy

Employee engagement is temporary

Employees seek for

ESG!!

(Employee Sustainable Engagement)



How ready are we to embrace the Green Economy



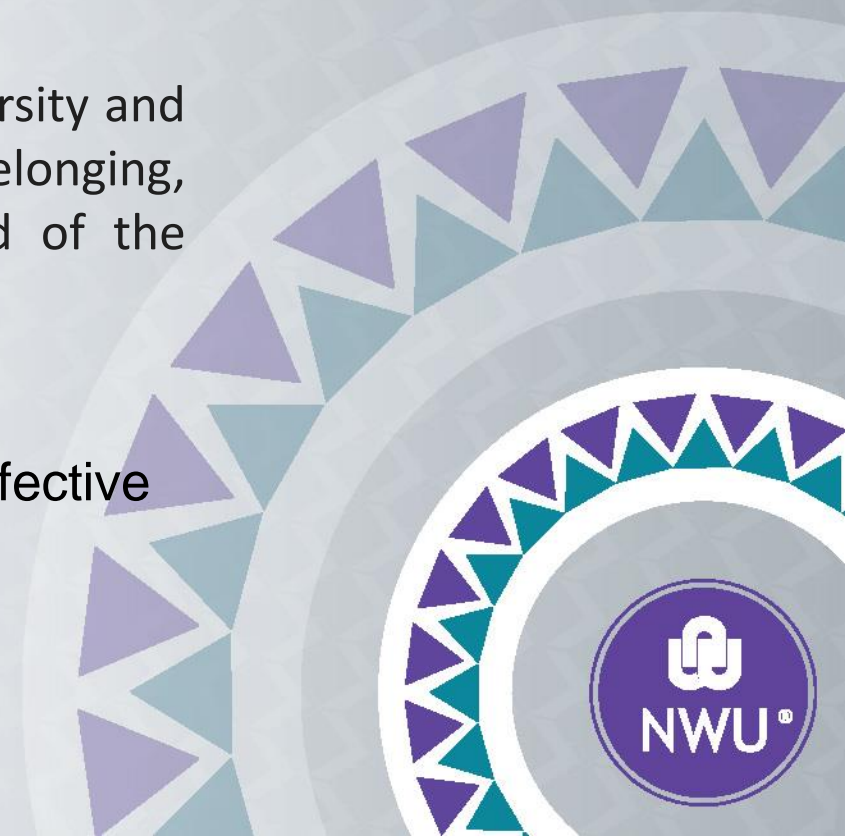
Environmental Stewardship a Culture. Shared purpose, sustainable resources, contributors to the environmental goals.



Social Responsibility and Workplace Community. Diversity and communism (workplaces represent their beliefs), belonging, believe their efforts contribute to the greater good of the community.



Leadership and Governance Influences -Effective leadership and transparent governance.



Are we geared up to be responsive and what are some of our challenges?

- Limited funding
- Cost of provision vs Fees
- Student Funding
- External factors determining and capping fees
- Student debt
- High drop out rates
- Relatively conservative throughput rates
- Extended time to completion.



Game Changes and Innovative Strategies

- Online and blended learning
- Technology enabled resilience
- Artificial Intelligence (AI)
- Creative solutions to real world problems...well is cannot get more real than the huge demand for education, retooling and reskilling amidst a shrinking budget.



Innovative Opportunities

- Artificial intelligence (AI) ...
- 3D printing....
- Flipped classrooms....
- VR & Augmented Reality. ...
- Virtual labs....
- Social media....
- Blended/hybrid learning...
- Disruptive use of technology



People Leadership and Management broadly, current state, challenges and issues in Higher Education

The Evolution

EVOLUTION OF TODAY'S WORKPLACE

Gensler

1970's



PROCESS

- + EFFICIENCY
- + STANDARDISATION
- + HIERARCHY

1990's



PROCESS & TECHNOLOGY

- + FLEXIBILITY
- + AMENITIES
- + LESS HIERARCHY

Today



PROCESS, TECHNOLOGY & PEOPLE

- + INTERACTIVITY
- + MOBILITY
- + OPENNESS



People Leadership and Management broadly, current state, challenges and issues in Higher Education

Current State:

- **Complex Organizational Structure:** Universities are large, decentralized entities with distinct leadership across faculties and departments.
- **Complex Academic vs. Administrative Divide:** Traditional separation between academic leadership and administrative functions remains prevalent.
- **Leadership Trends:** Increasing emphasis on collaborative leadership and cross-functional teams to address interdisciplinary challenges.
- **Leadership Diversity:** Focus on inclusive leadership to reflect diverse communities.



People Leadership and Management broadly, current state, challenges and issues in Higher Education

Challenges:

- **Economic Pressures:** Budget constraints and reduced public funding demand strategic human resource management.
- **Talent Retention and Development:** Attracting top academic and administrative talent is increasingly competitive.
- **Talent Global Challenges:** Leadership must align with Sustainable Development Goals (SDGs), including addressing climate change, poverty, and inequality.
- **Talent Technological Disruption:** Artificial Intelligence (AI) is reshaping higher education through automation, predictive analytics, and adaptive learning systems. Leadership needs to understand how AI can support teaching, research, and administration while ensuring ethical application.



People Leadership and Management broadly, current state, challenges and issues in Higher Education

Issues:

- **Bureaucratic Structures:** Traditional hierarchies hinder agility in decision-making and responding to dynamic challenges.
- **Workload Imbalance:** Uneven workload distribution between teaching, research, and administrative duties demotivates staff.
- **Workload Transformation and Inclusivity:** Institutions struggle to fully integrate diversity, equity, and inclusion into their leadership practices.
- **Workload Interdisciplinary Collaboration:** Leaders should support environments where collaboration between different disciplines can drive new, innovative solutions to societal challenges.



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The world is changing and the **future is arriving now**

Disruptive forces sharply drive how we live and how we work, creating an imperative for new solutions.

The Future of Enterprise



What does it mean for your enterprise?



Gain competitive advantage with **hyper-connected insights**



Disrupt or be disrupted



Invest to benefit the workforce and society

The Future of Workforce



What does it mean for your enterprise?



Access talent from the full workforce: employees, gig, crowd, automation



Curate experiences to create meaning and grow capabilities



Engage the workforce to drive productivity and growth with rewards connected to work outcomes

The Future of How Work Gets Done



What does it mean for your enterprise?



Reimagine work with **digital**



Drive agility through teams leading teams



Reinvent the workplace – physical and virtual – to innovate and simplify

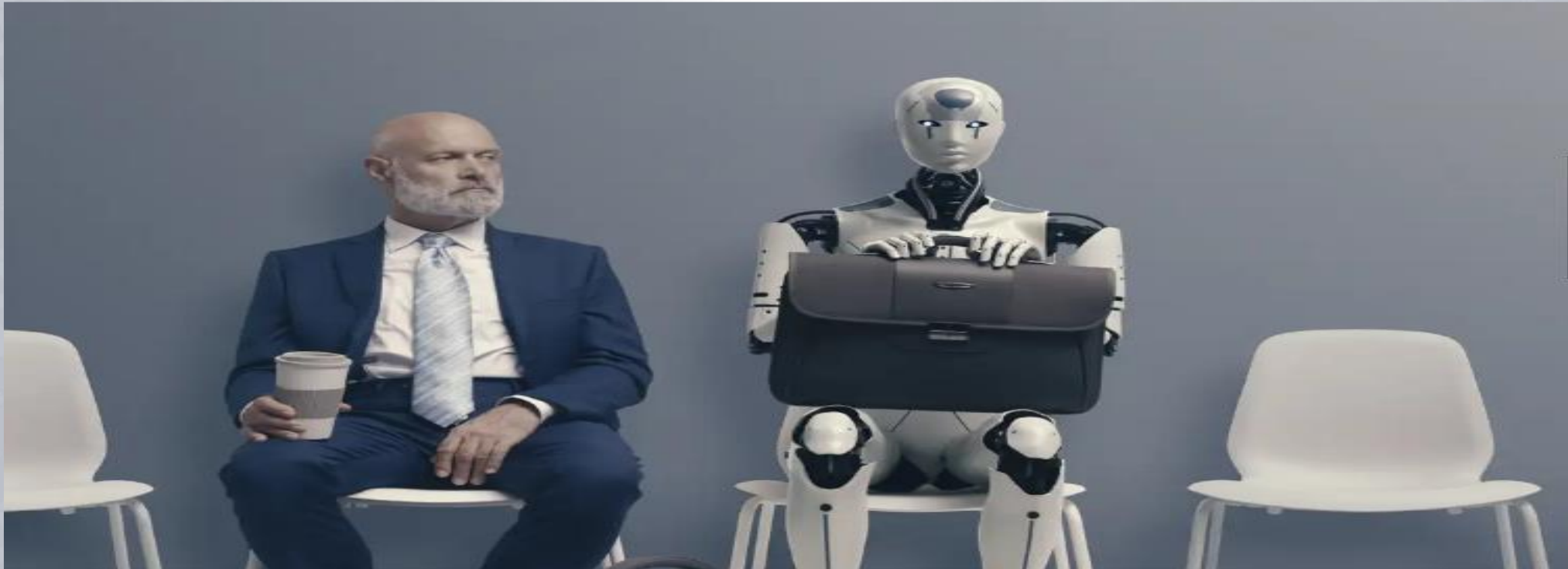


Humans and Robots must become **co-workers**

It's no longer just about efficiency, it's about **changing how work gets done**

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Impact of AI



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Impact of AI



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WHAT WILL A DIGITAL WORKPLACE LOOK LIKE



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Impact of AI

- **AI Integration:** AI is transforming decision-making, student engagement, and administrative efficiency, making it essential for leaders to harness these technologies effectively.
- **Upskilling Workforce:** Leadership must ensure ongoing upskilling of staff to work alongside AI-driven systems, ensuring technology complements human efforts.
- **Ethical Concerns:** Universities must lead conversations on AI ethics, data privacy, and the social implications of AI in learning and research.



Threefold Mission of the University:

People Management in Supporting the mission:

- **Building Strategic Partnerships:** HR must partner with academic and administrative leadership to align human capital strategies with the university's mission.
- **Enhancing Workforce Flexibility:** Creating talent pools that adapt to teaching, research, and community needs.
- **Enhancing Leadership Development:** Offering leadership training programs focused on innovation, diversity, and technological proficiency.
- **Enhancing Supporting Technological Integration:** HR should ensure that staff are equipped to work with emerging technologies such as AI, fostering a tech-savvy and future-proof workforce.



Threefold Mission of the University:

Gig Economy and Workforce Flexibility

- **Role of Gig Workers:** As part of the evolving gig economy, universities can utilize fractional workers, consultants, and project-based experts to drive specific projects, especially in research and administrative capacities.
- **Flexible Employment Models:** Integrating gig workers offers universities the flexibility to engage specialized talent for short-term needs, enhancing workforce adaptability without long-term commitments.



The Future of People and Management in Higher Education

Key Trends:

- **Data-Driven Decision Making:** AI and predictive analytics will become central to informing recruitment, retention, and promotion decisions.
- **Data-Driven Flexible Leadership Models:** A shift toward more adaptable, matrix-based leadership models that can quickly respond to global and technological changes.
- **Focus on Sustainability:** Leadership will need to balance economic, social, and environmental goals, particularly in advancing the SDGs.
- **Digital Leadership:** Leaders will need to manage remote teams effectively, integrate digital tools into their operations, and embrace AI in both academic and administrative areas.



The Future of People and Management in Higher Education

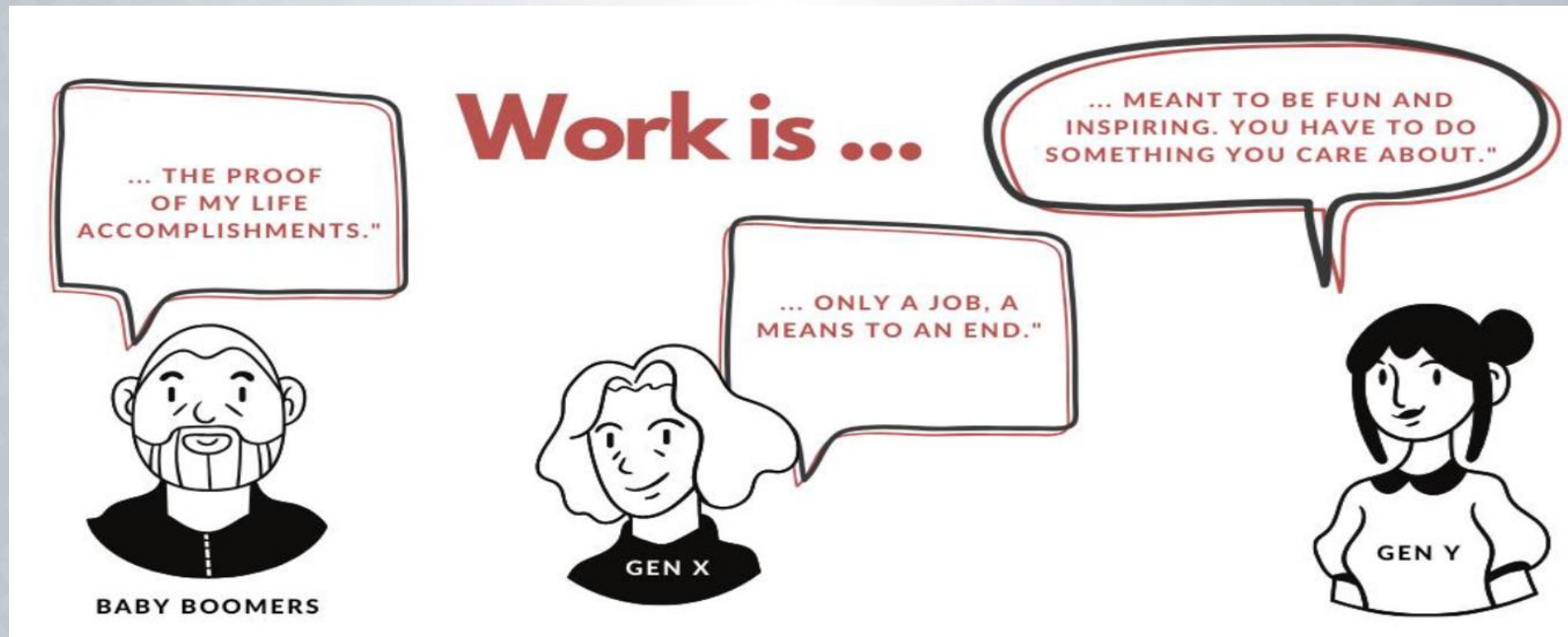
Key Trends:

- **Inclusive Leadership:** Future leaders must prioritize building diverse, inclusive teams and creating environments that nurture innovation and creativity.
- **Inclusive Driving Innovation:** University leaders must cultivate environments that promote experimentation and innovation, encouraging risk-taking and disruptive thinking.
- **Inclusive Building Respectful Leadership:** As leaders navigate the complexities of higher education, they must emphasize emotional intelligence, inclusivity, and civility, creating environments where staff and students feel valued and heard.
- **Conflict Management:** Leaders will need to develop strong conflict resolution skills, ensuring a harmonious and productive workplace culture.



The Future of People Leadership and Management in Higher Education

EMPLOYEE EXPECTATIONS HAVE ALSO CHANGED...



Innovation is Key



- Automating bad processes won't make them better.
- Digital connectivity does not equal digital-augmented productivity.
- The Insight-to-Foresight pivot will happen simultaneously with data rather than sequentially. Higher-order thinking critical skills and innovation are mandatory, not necessary.
- AI won't replace people—but people who use AI will replace people who don't.
- Reskill talent and restructure job roles in ways that's empathetic to employees undergoing these changes



Thank you

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